

# Mid-term Review

in the context of COVID-19

# 1. Mid-term Review in the context of COVID-19

- **For what purposes?**

1. To check how the project has been carried out against its initial expectation and plan in terms of
  - Effectiveness and sustainability
  - Participation of key stakeholders and communication
  - Other issues related to project implementation and project management
2. To modify the project plan for the remaining period based on the findings and recommendations from the review (if necessary)

- **When?** In the middle of a project, usually when the project still remains more than one year before its completion

# 1. Mid-term Review in the context of COVID-19

- What is different from the mid-term review in the normal context?

## 1. The leading persons of data collection

Task	Normal	In COVID-19 Context
Literature review	CF Korea PC	CF Korea PC
On-site visit	CF Korea PC	Partner org's staff
Interview	CF Korea PC	Partner org's staff / CF Korea PC
FGD	Partner org's PM	Partner org's staff
Reflection workshop	CF Korea PC	Partner org's PM

- In normal situation, CF Korea PC visits the field in person and carries out data collection process with support of partner org's program team
- In COVID-19 situation, all data collection processes will be led by partner org's program team **except the interview with program team.**

## 2. The range of participants in the reflection workshop

Normal	In COVID-19 Context
<ul style="list-style-type: none"> <li>- Both direct and indirect staff related to the project</li> <li>- Program team members, M&amp;E staff, finance officer, Local partner's staff involved in the project such as community mobilizers</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Only the direct program staff</b></li> <li>- Program team members and M&amp;E staff involved in the project</li> </ul>

## 2. Mid-term Review in the context of COVID-19

- **Which projects are eligible for the mid-term review?**

1. Multi-year project

2. The project which is currently being implemented.

(If the project is suspended due to COVID-19, not applicable)

3. The project that remains more than one year of project period before its completion

4. The project for which partner organization has not conducted such kind of mid-term review

\* The project that meets the four conditions stated above will be primarily considered for the review

\* In case either ChildFund Korea or partner org thinks it is necessary, the project can also be reviewed even if it does not satisfy the conditions.

## 2. Mid-term Review Process

No.	Task	Person in Charge	Time	Remarks
1	Decision of Mid-term Review	CF Korea PC and partner's PM	D-16	
2	Developing Mid-term Review Plan	- Draft and final plan by CF Korea PC - Feedback from partner's PM	D-13	- Mid-term Review Plan template - Mid-term Review Matrix
3	Developing interview and FDG questionnaires	- Draft and final questionnaires by partner's PM - Feedback from CF Korea PC and M&E staff	D-10	- Mid-term Review Matrix - Questionnaires template
4	Preparation for data collection (schedule and logistics)	- Partner's program team	D-3	
5	Data collection (interview, FGD)	- Partner's program team - Interview with PM/PO by CF Korea PC	D-day (2-3 days)	- Questionnaires template
6	Analyzing data and develop draft action plan	- Partner's PM	D+3	- Key findings template - Action plan template
7	Presentation of the mid-term review findings and action plan / Wrap-up meeting	- Partner's PM - Wrap-up meeting by CF Korea PC	D+8	- Key findings template - Action plan template
8	Revision on project plan	- Partner's PM	D+10	

# 3. Mid-term Review Plan

- The review plan shall be determined **in close consultation with CF Korea and the partner.**

- In case a project consists of multiple outcomes, the review team can choose some of the outcomes depending on the focus of the review.

- Depending on the focus of the review agreed by both parties, key questions shall also be determined.

- Please use '3. Mid-term Review plan template'

2. Scope of Work			
2.1. Target Project: _____			
2.2. Focus of the review The mid-term review will strictly focus on the essential factors relevant to the purposes mentioned above. To best utilize the limited resources, it is recommend to concentrate on the key review questions indicated below. (Sub-questions under each key review question, data collection methods, and the source of data will be elaborated in '4. Mid-term review matrix'.)			
[Key Questions]			
[Effectiveness] 1. To what extent are the outcomes likely to be achieved?			
[Sustainability] 2. To what extent are the benefits of the project likely to continue after the project?			
[Communication and Participation] 3. To what extent has the project encouraged key stakeholders' participation in the project and the communication with project team and amongst them?			
[Project management] 4. Have there been any issues negatively affecting project management?			
2.3. Deliverables			
① Mid-term review data collection tools (mostly KII and FGD questionnaires. Use the template of '5. Questionnaires')			
② Mid-term review report (a short document for key findings from the review and action plan. Use the template of '6. Key findings' and '7.Action plan)			
③ (Only if applicable) Project Variation Request with revised implementation and budget plan			
3. Work Plan			
Stage	Tasks	Date	Responsibility
Preparing	Developing mid-term review plan		
	Developing data collection tools(KII and FGD)		
	Developing data collection tools(KII and FGD)		
Conducting	Data collection at the field		
	Data analysis (Key findings)		
	Internal reflection workshop (incl. action plan)		
Reporting	Presentation and wrap-up meeting with ChildFund Korea		
	Mid-term review report		
	Revision of project plan (implementation and budget)		

# 4. Mid-term Review Matrix

Key question	Sub questions	Source of Data	Data Collection Method	Interviewer or Facilitator
[Effectiveness] 1. To what extent are the outcomes likely to be achieved?	1.1. Have the project activities been implemented as designed? (Incl. follow-up actions indicated in the progress reports)	1. PM+PO	1. KII	1. CF Korea PC
	1.2. What have been the major factors influencing the achievement or non-achievement of the outputs to date?	1. PM+PO	1. KII	1. CF Korea PC
	1.3. Considering the outputs achieved to date, to what extent are the outcomes likely to be achieved?	1. PM+PO 2. Key stakeholders	1. KII 2. KII (or FGD)	1. CF Korea PC 2. PO
	1.4. If you think the expected outcomes are not likely to be achieved, what do you want to suggest to improve the situation?	1. Key stakeholders	1. KII (or FGD)	1. PO
[Sustainability] 2. To what extent are the benefits of the project likely to continue after the project?	2.1. To what extent are the benefits of the project likely to continue after the project?	1. PM+PO 2. Key stakeholders	1. KII 2. KII (or FGD)	1. CF Korea PC 2. PO
	2.2. What are the major factors influencing the sustainability of the project? (Incl. social or political, environmental, and global risks)	1. PM+PO	1. KII	1. CF Korea PC
	2.3. How will you address the forecasted risks to make the project impact sustainable?	1. Key stakeholders	1. KII (or FGD)	1. PO
[Communication and Participation] 3. To what extent has the project encouraged key stakeholders' participation and communication?	3.1. How have you engaged in this project? To what extent are you satisfied with the level of your engagement in the project?	1. Key stakeholders	1. KII (or FGD)	1. PO
	3.2. How much do you feel your voice heard by the project? (How do you feel about the communication with the project team?)	1. Key stakeholders	1. KII (or FGD)	1. PO
[Project management] 4. Have there been any issues affecting project management?	4.1. Have there been any major challenges encountered by project team up to date? How have you addressed them?	1. PM+PO	1. KII	1. CF Korea PC
	4.2. Are there any issues that you would like to consult with ChildFund Korea?	1. PM+PO	1. KII	1. CF Korea PC

# 4. Mid-term Review Matrix

- Key stakeholders shall be identified depending on the outcomes focused by the review.

(For instance, if the review team decided to focus on the outcome specifically related to teachers, not necessarily a FGD with PTA members is expected.)

- When developing the matrix, specify key stakeholders and indicate them in the matrix including data collection methods for the groups or individuals. (For instance, teachers, parents, health workers and so on)
- Basically, both KII and FGD with key stakeholders shall be conducted by partner organization's program team. However, the interview with PM and PO shall be done by ChildFund Korea PC.
- While FGD is an ideal method to listen to groups of people, FGD may not be allowed in the context of COVID-19. Then, interviewing multiple people via face to face interview or via phone can be conducted instead.
- For FGD, an ideal number of participant is 6 to 8 persons (no more than 8). The FGD shall be facilitated by project staff who understand this project and are fluent in local language and with sufficient experiences in FGD facilitation. (In the regard, PO would be a right person.) Note-takers should be appointed as well.
- Use '4. Mid-term Review Matrix template'.

# 5. Questionnaires\_KII and FGD

- Based on the mid-term review matrix, **specific people or group for KII or FGD** will be determined. (Refer to 'source of data' and 'data collection method' in the matrix.)
- Specific questions of KII or FGD will be developed in alignment with key questions and sub questions.
- When developing specific questions, consider relevant activities your interviewee or FGD participants participated or involved in and phrase the questions as easy as possible. (This will help the interviewees and FGD participants recall their memories and thoughts regarding the questions.)
- Ask only the essential questions necessary for answering the key questions and sub-questions. Avoid asking good to know information.
- Before asking questions, it is recommended to briefly explain about the project in terms of outcomes and major activities in which the interviewees or FGD participants have engaged
- Use '5. Questionnaire template and refer to the sample questions in the template.
- While interviews and FGD with key stakeholders of the project shall be done by partner's program team, interview with PM and PO will be conducted by ChildFund Korea PC.

5.2. FGD questionnaire_Parents (Sample)			
Category	Question	Guidance	Duration
<p>- This is a sample FGD questionnaire used for mid-term review of ECD project. Detailed questions should be tailored in accordance with the project. How you can phrase specific questions to be aligned with key questions is explained in 'Guidance' below</p> <p>- For FGD, an ideal number of participant is 6 to 8 persons (no more than 8). The FGD shall be facilitated by project staff who understand this project and are fluent in local language and with sufficient experiences in FGD facilitation. (In the regard, PO would be a right person.) Note-takers should be appointed as well.</p> <p>- While FGD is an ideal method to listen to groups of people, FGD may not be allowed in the context of COVID-19. Then, interviewing multiple number of people via face to face interview or via phone can be conducted instead.</p> <p>- (If necessary) FGD questionnaire for other interview groups can be added in this file. (For instance, 5.3. FGD_CPC members, 5.4. FGD_VHT, and so forth)</p>			
Introduction	<p>- Introduce yourself and participants</p> <p>- Explain the the purpose of the FGD.</p> <p>For example, today we are here to listen to your thoughts on the ECD project conducted by ChildFund. Currently, we are in the middle of the project and we have 1 and half years to go. Your opinion will be very important for us to improve the project for the remaining project period. When expressing your thought, please recall your experiences over the last 1 year rather than sharing your life-long experience. Please feel free to tell me your thoughts on the questions we will have. Any case you feel uncomfortable, you don't need to tell and also you can leave the FGD. The FGD is expected to continue for about 1 hour. If you have questions, please let me know. Shall we start discussion?</p>	<p>- In addition to the introduction, facilitator is recommended to briefly explain about the project in terms of outcomes and major activities in which the FGD participants have engaged as direct beneficiaries (like parents) or service providers (like teachers)</p> <p>- In doing so, the FGD participants will be able to recall their experiences and thoughts relevant to the FGD questions.</p>	
Effectiveness	<p>1.1. How much do you know about early childhood development(ECD), child right, and child protection? Rate your level of understanding from 1(don't know at all) to 5(know for sure)</p> <p>1.2. What do you know about ECD, child rights, and child protection?</p>	<p>- Q1.1. was asked to the parents since one of the outcomes of the project was to increase parents' awareness on ECD. Instead of directly asking them like 'Considering the outputs achieved to date, to what extent are the outcomes likely to be achieved?', we can ask how much they are well aware of the topic, in this case ECD.</p> <p>- Another example: If enhancing teachers' capacity is one of the outcomes and teachers are the FGD participants, we can ask like "What real difference has the teacher training made to date? (both at personal level and school level)</p>	
	<p>2.1. How helpful is this project in increasing your knowledge in early childhood development(ECD), child right, and child protection? Rate from 1(Not helpful at all) to 5 (very helpful)</p> <p>- IEC material</p> <p>- sensitization meeting</p> <p>2.2. Why do you rate like that?</p>	<p>- 'Since we are interested in whether the project activities have contributed to achieving outcome level changes, we can ask the FGD participants how helpful was the project activities for them to make the real differences stated by them.</p>	
	<p>3.1. Have you applied the knowledge obtained through this project in practice so far? Rate from 1(never applied) to 5 (applied all knowledge)</p> <p>- for example, taking care of children, positive parenting and so on</p> <p>3.2. Why do you rate like that? Any challenges that made application difficult?</p>	<p>For this specific example, the project aims to make changes in both knowledge and practice of parents. Thereby, we distinguished knowledge from practice in order to best capture such changes at different levels.</p>	
Sustainability	<p>4. If you had other children eligible to ECD education, are you willing to send your children to ECD center? Why? (ask to both yes and no)</p>	<p>- This question was asked to parents to check if the changes in their knowledge and practice will sustain after the project.</p> <p>- If the FGD is for teacher groups trained by the project, we may ask like 'How much do you think you will keep practicing the teaching skills obtained from the project? Why do you think so? What would you recommend to make the change to sustain after the project'</p>	
Communication and participation	<p>5.1. Do you have any opportunity to express your thought to improve ECD services in your community? (ECD services include like feeding program, contribution at ECD centers, equipment, accessibility of the centers, selection and quality of caregivers, and awareness-raising by VHTs or CPCs.) Put a sticker in Yes or No chart.</p> <p>5.2. If yes, to whom did you express your thought? how much do you feel your voice has been heard? Rate from 1(least) to 5 (best) --&gt; This question is only eligible for those who said yes.</p>	<p>- This question was intended to ask FGD participants (parents) about how they have felt about participating in the project activities and about communication with project team and amongst stakeholders of the project (like ECD teachers, gov't officers).</p> <p>- As ChildFund emphasizes stakeholders' participation in the project (ideally from design stage to implementation, and to evaluation), it is very critical for ChildFund to check if our project actually treats stakeholders as important actors, not just as anonymous beneficiaries.</p> <p>- If viable, we can ask their recommendations to improve the participation and communication.</p>	

# 6. Key Findings

- Key findings will provide the project team with evidences for discussing action plan.
- Key findings include both positive (what went well) and negative (what went wrong) comments on each sub question.
- Based on the notes of KII and FGD, the interviewer (or the facilitator) will summarize important comments from the KII and FGD. This does not need to be too lengthy as far as it explains key points.
- However, if specific examples mentioned by the interviewees or FGD participants clarify the key points, briefly explain the case in the template.
- Examples of key findings can be found in the template written in red.

6. Mid-term Review Key Findings		
Key question	Sub questions	Key Findings
[Effectiveness] 1. To what extent are the outcomes likely to be achieved?	1.1. Have the project activities been implemented as designed? (Incl. follow-up actions indicated in the progress reports)	- Most activities have been implemented as planned except awareness raising campaign as govt has prohibited any large gathering events due to COVID-19. - -
	1.2. What have been the major factors influencing the achievement or non-achievement of the outputs to date?	[Outcome 1] - COVID-19 has caused delays in project implementation. - Online platform previously established by the organization was used for capacity building training. Thereby, the project reached all the targeted beneficiaries. -
		[Outcome #] - Due to climate change, the rainy season started earlier than usual year. This has significantly affected the construction activity. -
	1.3. Considering the outputs achieved to date, to what extent are the outcomes likely to be achieved?	[Outcome 2] - While teachers were trained on DRR education via online training, DRR drills will not be conducted at the school as schools are closed due to the pandemic. Therefore, we cannot be sure whether the schools will be well capacitated in DRR practice at the end of the project. -
		[Outcome #] - - -
	1.4. If you think the expected outcomes are not likely to be achieved, what do you want to suggest to improve the situation?	[Outcome #] - DRR drill is one of the core activity of the project. This activity cannot be dropped. Initially DRR drills at school were not planned in year 3. In case the drills can not be implemented in year 2 due to the pandemic, the project schedule should be revised. -
		[Outcome #] - The construction activity scheduled in year 2 should start 2 months earlier than its initial plan. In doing so, the project can secure more time for the construction. -

# 7. Action plan

## 7.1. List of recommendation

- List all the recommendations from KII, FGD, and brainstorming results of Internal Reflection Workshop.
- At this stage, it is not necessary to screen out the recommendations. Follow-up action plan will be developed after going through all the recommendations in the internal reflection meeting.

## 7.2. Action Plan

- Through an internal reflection workshop the project team will select some practical and feasible recommendations to develop a draft action plan. Examples can be found in the template.
- The draft of action plans will be developed by partner organization's program team and finally confirmed in the wrap-up meeting.

7. Follow-up Action Plan			
1. List of recommendation			
Category	Recommendation	Remarks	
Outcome 1	-		
Outcome 2	- Revise the training curriculum to focus more on the most important lessons rather than covering all the topics.		
Outcome #	-		
Participation	- Community event planned in Y3 needs to be discussed with community members rather than informing them what is already decided.		
Communication	-		
Project Management	-		
2. Action Plan			
Category	Action Plan	Timeline	Person in Charge
Project Design	Ex) Expand the target group of the CP training to other relevant govt officials --> As the change entails an increase of training budget, the budget will be reallocated by utilizing unspent budget of activity 1.2.1.		PO
Participation and Communication	Ex) Engagement of youth in developing a village contingency plan --> revise the activity plan and the budget related to contingency plan.	by Nov 2020	PO, community mobilizer
Project Management	Ex) more frequent reflection meeting within the project team --> regular monitoring meeting with CF Korea will be held in every two months.		CF Korea PC
Others			

# 8. Facilitation guide for wrap-up meeting

- Participants: PD, PM, PO (partner organization), PM and PC (ChildFund Korea)
- Where? Via online platform (Skype / Teams / Zoom)
- Step 1. **Presentation of key findings of the review** including the list of recommendations and the draft action plan. (presented by Partner organization's PM)
- Step 2. Q&A session with regard to key findings and action plans. If any participants of the wrap-up meeting are not clear about what is described in '6. Key Findings' and '7. Follow-up Action Plan', ask questions to make all participants be on the same page.
- Step 3. Discuss the suggested action plans
- Step 4. Decide the timeline and person in charge of the action plans.
- Step 4. Final comments from each organization
- Step 6. Follow-up the result of the review. PVR shall be submitted by reflecting the decisions of the meeting.